

APPENDIX C

Smart Valley, San Diego: City of the Future, and Net at Two Rivers (N2R):

*Comparisons of Existing Regional Telecommunications
Efforts Within the State of California*

CALIFORNIA

Regional Telecommunications Project Comparisons

Outline

1. **Mission** — statement; motivations/objectives
2. **Perceived Benefits** — assoc. w/electronic community
3. **Initiation** — developmental catalyst; organizing partners
4. **Composition** — membership of committees, subcommittees
5. **Major Goals** — broad
6. **Funding** — organizing group, projects
7. **Fund Raising** — organizing group, projects
8. **Organization and Accomplishments** — structural framework of components, functions, initiatives/projects/recommendations per component
9. **Outreach Efforts**
10. **Current Status**

Smart Valley: San Francisco Bay Area

Smart Valley was established in 1993 as a 501 (c) (6) non-profit organization for the purpose of developing advanced information infrastructure for the nine counties in the San Francisco Bay Area. (See also: www.svi.org).

1 MISSION

- ◆ Serve as a broker between technology providers, service providers, application developers and end users so as to facilitate delivery of real-world benefits of a regional information infrastructure.
- ◆ Utilize the regional information infrastructure to enhance global competitiveness, ensure balanced economic growth, and increase the quality of life.
- ◆ Assist the region in becoming a leader/role model for global implementation of information technologies.

2 PERCEIVED BENEFITS

Benefits from development of the Smart Valley electronic community are expected to:

- ◆ revitalize education
- ◆ reduce costs and increase quality of healthcare
- ◆ make local government more responsive
- ◆ keep business in the area
- ◆ create jobs

3 INITIATION

Assembled in 1993 by the Joint Venture: Silicon Valley (JV:SV), a network composed of representatives from business, local government, academia, and the community that is committed to creation of high-value jobs, a strong economic foundation, and a better future for all people and businesses. In June 1992, the JV:SV arose to address the need for a community-wide public/private regional effort toward developing and applying information infrastructure technologies. JV:SV continues to focus on economic development education by: working to retain, expand and attract businesses, streamline the regulatory process, support entre-

preneurial start-ups, promote defense transition, identify export opportunities, and address tax and fiscal issues. JV:SV also continues to assist in providing expertise on community priorities.

4 COMPOSITION

Smart Valley is comprised of more than 100 representatives from approximately 70 companies, government entities, and educational institutions. The corporate membership includes: telephone, cable, computer, software, internet, and telecommunications firms; information, management, and engineering consultants; and legal, defense, banking, financial, medical, petroleum, and electrical utility representatives. Government participants range from local to congressional members.

Smart Valley is a legally and financially independent organization with its own board of directors. While the JV:SV was instrumental in increasing the visibility and creating support for Smart Valley during its inception, now the JV:SV acts as a working partner to develop economic vitality in the Bay Area. Smart Valley and JV:SV coordinate fund raising campaigns. Smart Valley benefits from JV:SV's organizational resources and network relationships.

5 MAJOR GOALS

- ◆ Build awareness of the potential for new information technologies and services in the community.
- ◆ Work with providers to develop a communications technology and information services road map and strategy.
- ◆ Assist grassroots efforts to identify and implement a diverse set of applications.
- ◆ Drive a few, selected, focused projects to demonstrate the value of the infrastructure.
- ◆ Work with state and local agencies to resolve public policy issues that affect the implementation and management of the information infrastructure.
- ◆ Develop a governance structure that reflects strong ties to the Joint Venture: Silicon Valley network and to the community.

6 FUNDING

Smart Valley costs of operation are covered by membership fees (that vary by type of organiza-

tion and revenue size), and donations of people and products from businesses and other organizations. Collected funds are used for office operations, staff salaries and benefits, meetings, etc. Smart Valley does not receive government funds to support the organization at this time.

7 FUND RAISING

- ◆ Smart Valley and JV:SV coordinate fund raising campaigns to champion flagship projects and initiatives.
- ◆ Smart Valley 's specific projects often receive government funding for research or implementation.
- ◆ Charitable donations from individuals are gathered via the "Smart Valley Charitable Fund" at the Community Foundation of Santa Clara County and the Peninsula Community Foundation (both 501(c)(3) organizations). These funds are utilized to support the goals of Smart Valley, ie. support for school, and other projects, not Smart Valley operations.

8 OPERATIONS AND ACCOMPLISHMENTS

Figure 1 provides a schematic of the structural development of Smart Valley. The Smart Valley originates with the JV:SV initiative and continues to expand via projects assisted by the Smart Valley Board of Directors and its program committees.

A.Smart Valley Board of Directors

The Smart Valley Board of Directors is comprised of 15 members that represent telecommunication and computer businesses, education, medicine, and government. This Board has a variety of responsibilities that span from selecting its membership to setting its budget. The Board has four standing committees: development and finance, audit, compensation, and nominating and search. Each standing committee has specific duties.

The Board designed six program committees: education, government community and non-profits, healthcare, commerce and international, telecommuting and technology. Each program committee contains a Board member and additional members with comprehensive expertise in their sector that: report to the Board on flagship and grassroots projects, identify and screen potential new projects and champion flagship projects. Smart Valley's business plan provides

the organizing principles for selection of such projects.

Smart Valley's business plan states that the criteria for choosing pilot projects is:

- ◆ emphasis on real values and practical results,
- ◆ focus on strategic sectors: education, health-care, government access, government services, commerce, community, and non-profit organizations,
- ◆ commitment and management skills necessary to deliver results on schedule,
- ◆ demand-driven orientation, by user needs and orientation, and
- ◆ lasting institutional effect on the Bay Area.

In addition, Smart Valley projects are required to have most of the following attributes in order to be selected:

- ◆ regional orientation
- ◆ collaborative involvement
- ◆ organizational or political barrier reduction
- ◆ advanced networking capabilities and/or applications
- ◆ innovation and suitable risk
- ◆ standards utilization (or open creation of new standards)
- ◆ scalability to larger implementation
- ◆ strong component of public benefit

(Characteristics of projects that are less likely to receive support are also stipulated.)

Supported projects may receive one or more of the following support elements from Smart Valley:

- ◆ technical and business expertise
- ◆ networking, ie. location of suitable partners
- ◆ financial or equipment resources
- ◆ access to smart valley volunteers
- ◆ support letters for grant making
- ◆ assistance in grant writing
- ◆ visibility and public relations

B.Smart Valley Program Committees

Each member of the Board of Directors is responsible for providing organizational direction by serving on a project subcommittee in the following areas: education; healthcare; government, community and non-profits; commerce and international; telecommuting; or technology. The most significant ongoing projects associated with each program committee are listed below.

Education Program Committee

Smart Schools Project
Nueva School

Commerce and International Program Committee

BADGER
CommerceNet
Japan Windows

Government, Community and Non-Profits Committee

PAN
abagOnline
SV-PAL
Plugged-In

Telecommuting Committee

Telecommuting Project

Healthcare Committee

BACHEN

Technology Committee

BATMA
CalRen

10

CURRENT STATUS

Ongoing work to improve the performance of Smart Valley in achieving its mission at all levels of the organization. Expanded involvement of community members in assisting to develop new project initiative.

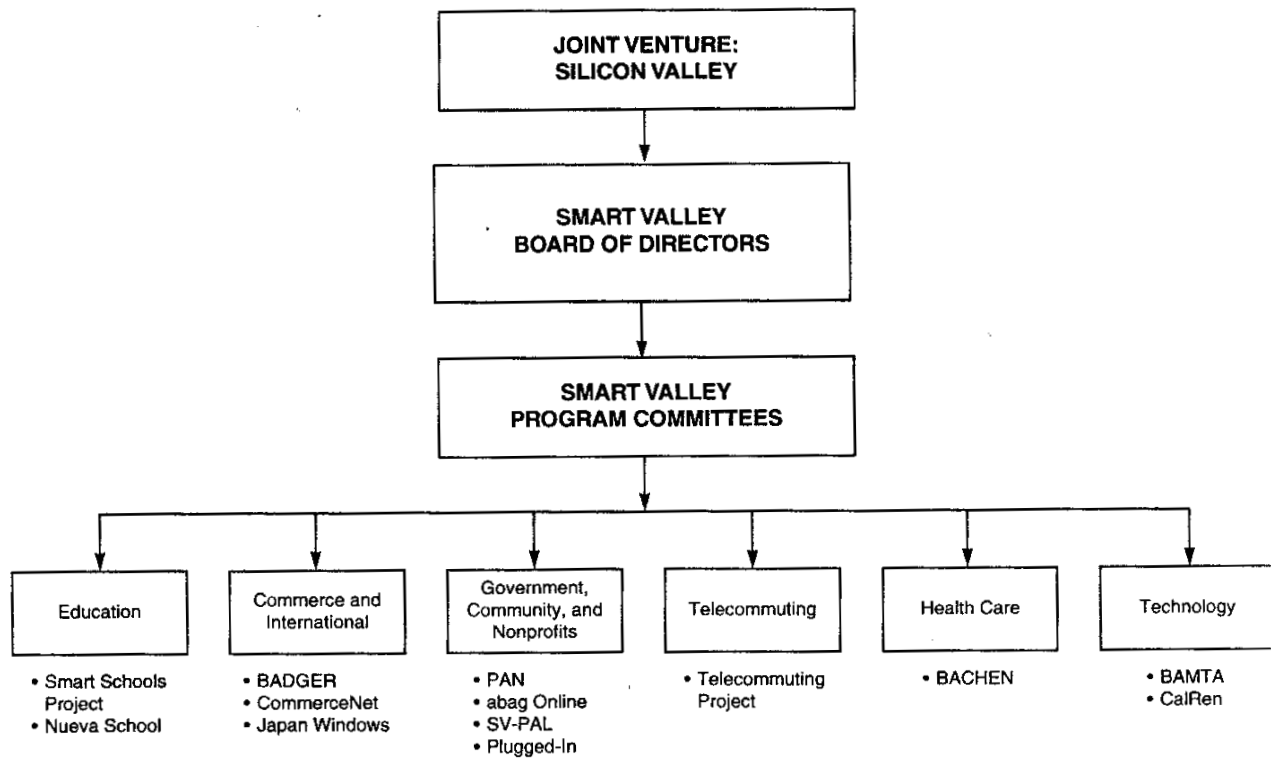
9

OUTREACH EFFORTS

- ◆ Direct face-to-face meetings
- ◆ Newsletter
- ◆ Breakfast talks = "Smart Talks"
- ◆ 6 Conferences
- ◆ Editorials
- ◆ Annual membership meeting
- ◆ On-line services
- ◆ Fundraisers
- ◆ White House interactions
- ◆ Prepared comments for Ca PUC
- ◆ Assisted in development of pilot projects

Figure 1

SMART VALLEY: ORGANIZATIONAL STRUCTURE



San Diego: City of the Future

The "San Diego: City of the Future" initiative was developed via a Mayor's Advisory Committee, and the subsequent subcommittees which were formed to evaluate San Diego's potential as a telecommunications center of the new North American Common Market at Mayor Susan Golding's request.

1 MISSION

The Mayor's Advisory Group on the City of the Future was requested to hasten and facilitate the development of a new industry and government cooperative and to build widespread community awareness for the concept of the city of tomorrow, today.

2 PERCEIVED BENEFITS

Benefits from development of a community-wide information infrastructure are expected to assist San Diego's growth and prosperity by:

- ◆ establishing it as world-class city of knowledge
- ◆ developing and using information pertinent to its economic base, research base, and geographic position on two borders: the Pacific Rim, and Mexico
- ◆ providing high-speed communications capability to support local and worldwide access to other communities and knowledge resources

3 INITIATION

Mayor Susan Golding created the Mayor's Advisory Committee (MAC) for the "City of the Future" project in April, 1993. The mission of the MAC, stated above, reflects the exploratory nature of this effort as well as directive for developing public/private telecommunications cooperatives and public awareness of the Committee's recommendations.

4 COMPOSITION

The MAC is composed of approximately 30 representatives from cable, communication, television and telephone companies, military surveillance/communications, local and county government, school districts, community colleges and public and private universities, super-com-

puter resource centers, utility companies, banking institutions, computer and computer network companies, convention/tourist bureaus, medical centers, telecommunications centers, and community members. The MAC was divided into two components from its inception: a technical committee and a policy committee.

5 MAJOR GOALS

- ◆ Examine the importance of information technology in San Diego.
- ◆ Evaluate San Diego's readiness for such a vision.
- ◆ Recommend steps to be taken to hasten and facilitate the development of a new industry and government cooperative.
- ◆ Build widespread community awareness for the concept of a city of the future.

6 FUNDING

There is no specific mention in the report regarding funding of the initiative. It is assumed that the Mayor's office and the City of San Diego financed production of meeting materials and communications, and provided meeting rooms for a majority of the MAC and subcommittees meetings.

7 FUND RAISING

At the June 3rd MAC meeting a committee member provided a brief report on state and federal funding for information infrastructure investment. A suggestion was made to develop a subcommittee to review state and federal funding opportunities, solicit proposals and coordinate them through the Mayor's office. It appears that subcommittees often provided suggestions regarding funding opportunities in their final reports.

8 OPERATIONS AND ACCOMPLISHMENTS

Figure 2 is a schematic of the organizational structure of the San Diego: City of the Future initiative. The Technical Committee plus the Policy Committee equal the Mayor's Advisory Committee. As detailed below, the nine policy subcommittees were an outgrowth of the Policy Committee.

The operations of the committee structure are quite extensive since this effort was an exploratory process that developed over the study period.

A summary of the overall approach taken is gleaned from the numerous committee and subcommittee minutes of the City of the Future endeavor and is provided below.

- ◆ From April until approximately August-September 1993, the MAC held bi-monthly and/or monthly meetings that included all MAC members. These meetings drew on expertise from invited guests from the phone, wireless communication technology, and cable companies; navy surveillance center; the phone company, SANDAG, and the City of San Diego's telecommuting projects; Coronado's Telecenter; Singapore's National Computer Board; a health care information management company; and a Tijuana television station pertinent to assisting the MAC in designing its strategic telecommunications program.
- ◆ In August, 1993 the Technical Committee identified two specific areas for further study: standards for interconnection and interoperability, and the importance of bringing together key telecommunications technology suppliers and users
- ◆ Discussion began in August, 1993 to create subcommittees that would be responsible for providing recommendations on actions to be taken. MAC members were sent sign-up lists to encourage their participation on subcommittees and recommendations of experts for addition to the subcommittees.
- ◆ The MAC held a one day retreat to devise a draft vision statement for the initiative and to develop specific directions and guidelines for the subcommittees. At the retreat the MAC divided into four working groups to craft the vision statement. (The reports of these groups are contained in the minutes from the September 8th retreat.)
- ◆ The MAC determined that subcommittee reports would contain: (1) information regarding the short term and long term activities in the San Diego area pertaining to each subcommittee area, and (2) recommended actions per subcommittee area for the Mayor, city and county to pursue to demonstrate the value of information infrastructure.
- ◆ Subcommittees were developed from feedback to the mail request that included the MAC plus experts recommended by MAC for particular subcommittees. Over 100 persons

from more than 70 organizations formed membership in the following subcommittees: health; education; electronic libraries; art, culture, tourism, and entertainment; transportation and telecommunications; emerging industries; border issues; economics, government organization, and decentralization; and law and regulation. In addition to those organizational groups included in the MAC, library and large regional companies were added to the composition of the subcommittees.

- ◆ The MAC's Technical Committee formed a technical standards and interconnection subcommittee which began meeting in October to investigate issues pertaining to standards and development of a Request for Information (RFI) and RFP for a community-wide broadband information grid.
- ◆ The MAC's Technical Committee set up an E-Mail service for distribution of committee meeting information and materials over the Internet system in November.
- ◆ Subcommittee chairs met with the MAC's policy committee to provide status reports on subcommittee proceedings during October and November.
- ◆ Subcommittees met separately to prepare their reports during October and November.
- ◆ A meeting was held in December to review the MAC's work to craft a Request for Information (RFI) to get information from telecommunications industries to determine the way to link all constituents in the most timely and cost-effective way via a community-wide grid.

The findings of the subcommittees were compiled into the final report by the Policy Committee. The recommendations are summarized below by committee.

A. MAC Recommendations

- ◆ Establish a public/private partnership to build a community-wide infrastructure that is accessible, affordable, and compatible.
- ◆ Issue an RFI to acquire information from the telecommunications industries concerning the most timely and cost effective way to link all constituents in the community.
- ◆ Develop a Telecommunications Policy Office to serve as a clearing house for telecommunication developments and applications, review

existing telecommunications programs, assist in creating public/private partnerships, increase the use of digital communications wherever possible, connect all government employees in order to streamline service delivery, and fashion a privatization agenda.

- ◆ Establish a federal/state funding task force, and utilize San Diego's designation as a Regional Technology Alliance to acquire funding.
- ◆ Identify and reward private initiatives to assist ongoing and developing efforts.
- ◆ Establish "Life-Site Schools" that serve as ports for integration of health, government and library services.
- ◆ Create a public/private health care utility link that standardizes information and records.
- ◆ Launch "Info San Diego", a kiosk-based information service for heavily used municipal documents, guidelines, procedures, planning, economic and other tools that support businesses, on-line dictionaries, libraries, newsletter, directories and library catalogues, geographic information, crime information, census statistics, and arts, culture, tourism, and entertainment information.
- ◆ Continue San Diego's information infrastructure study effort to: generate widespread awareness, evaluate alternative economic/market structures to deliver telecommunications, assess ability of technology to meet needs, determine how local government can participate in efforts and coordinate with private providers, develop a regional economic impact study of telecommunications, and identify initiatives.
- ◆ Maximize human resources by determining comprehensive programs in education to assist defense conversions, and determine employee development programs that are alliances between industry and academia.
- ◆ Blur the borders by reaching out to the greater community in San Diego's development of its information infrastructure, ie. Pacific Rim, North American Common Market.

B.Subcommittee Recommendations

Subcommittee reports and their recommendations are extensive and may be reviewed in their

complete form in the March, 1994 City of the Future report.

9

OUTREACH EFFORTS

- Expansion of the MAC to include more than 100 representatives from approximately 70 different organizations in preparing recommendations to the Mayor on development of a community-wide information infrastructure.
- Work by San Diego's Economic Development Council to create a plan to educate the business community re information technologies.

10

CURRENT STATUS

The final report of the MAC was published in March, 1994. Requests to obtain information on further efforts have been established.

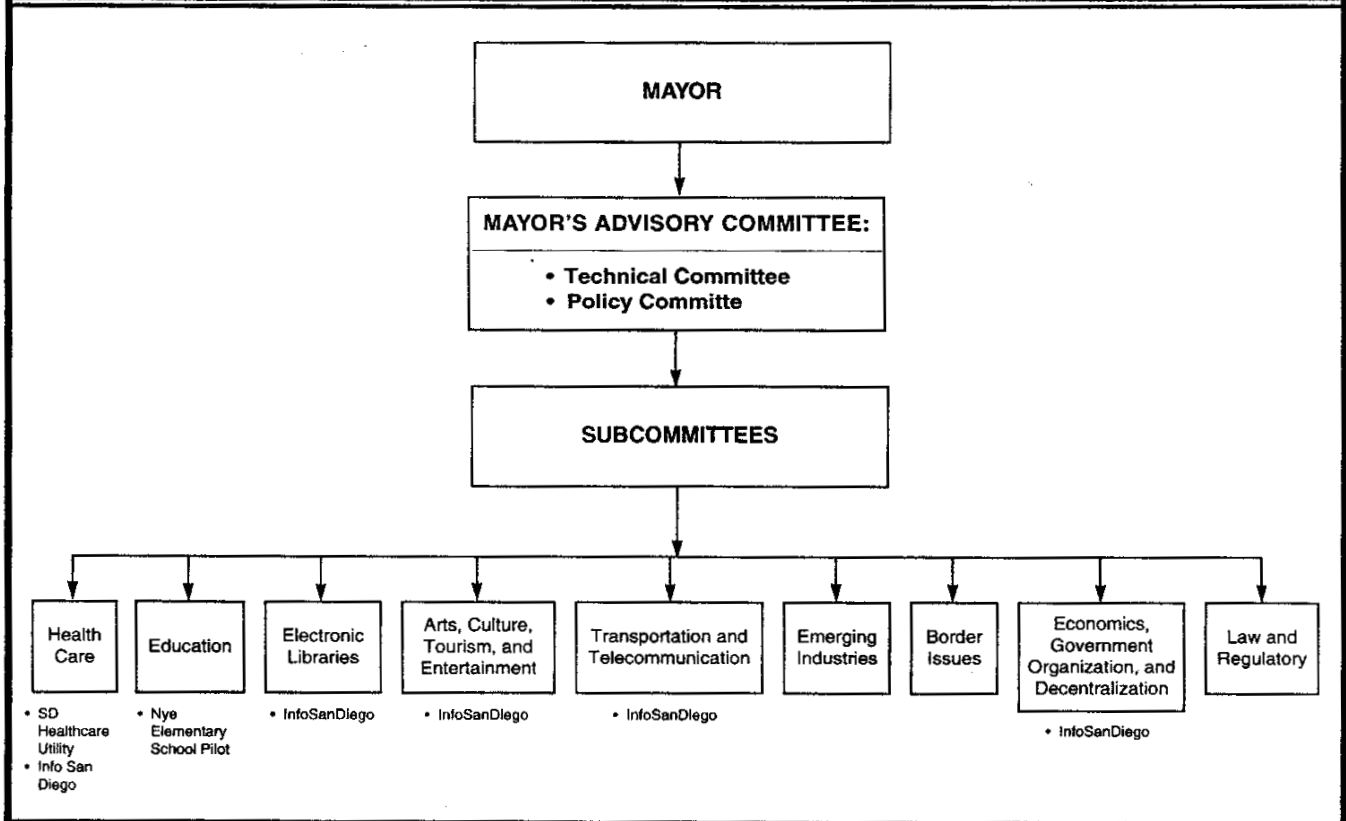
The second phase of the MAC's work is to explore unique and innovative applications in health care, education and government. These efforts have produced a report entitled "Cities of the Future". The report summarizes the Mayor's Task Forces work on four initiatives:

- ◆ The establishment of "LifeSite Schools" to serve as community centers for the integrated delivery of health care, government and library services to link parents and their children to the schools in their communities.
- ◆ The development of a "health care utility", a private/public sector cooperative linking hospitals, clinics, physicians, laboratories and imaging centers for routine transfer of standardized patient information and laboratory tests.
- ◆ The launch of "InfoSanDiego", a universally accessible, PC and kiosk-based information service serving the broadest possible needs of San Diegans.
- ◆ The establishment of a Privacy and Security Task Force to evaluate concerns regarding privacy and security of the consuming public's use of the new delivery mechanisms, and the threat of abuse by government's use of increasing amounts of information.

The third phase of the MAC's work is to concentrate on developing specific recommendations for private/public joint ventures and for privatization of certain governmental functions or services.

Figure 2

SAN DIEGO "CITY OF THE FUTURE": ORGANIZATIONAL STRUCTURE



Net at Two Rivers (N2R)

The Net at Two Rivers (N2R) was incorporated on May 10, 1995 as a 501 (c) (3) non-profit coordinating body that consists of designers, information providers, and end users for the purpose of creating and operating a dispersed, decentralized and inter-operable community electronic network.

1 MISSION

To build community through development and use of a self-sustaining telecommunications and information infrastructure for a 15 county region, representing the urban/rural areas of Greater Sacramento, and the outlying rural areas encompassing North Eastern California and Western Nevada.

N2R's immediate goal is to demonstrate a cost-effective urban/rural program for delivery of literacy services. Delivery of these services is planned via community centers, schools, libraries, government facilities, work places and homes. The literacy objectives include: providing online training for providers of services, access to national and state databases, and enrollment, course work and other end user activities.

2 PERCEIVED BENEFITS

Community-wide benefits expected from development of the N2R electronic network and its associated projects include:

- ◆ improved quality of life
- ◆ partnered development to achieve community goals
- ◆ increased efficiencies in business operations
- ◆ strengthened ability for business to compete in the global economy
- ◆ expanded educational access
- ◆ streamlined costs of healthcare provision
- ◆ enhanced participatory democracy via interactive communication on civic issues
- ◆ new markets for technological companies

3 INITIATION

On January 18, 1995, Sound View Productions, a telecommunications firm in the Sacramento area

hosted a meeting at KVIA, the PBS affiliate, sponsored by United Way Sacramento, entitled "Sacramento Net". Over eighty organizations, including government, libraries, K-12, higher education, user groups, community based organizations, businesses and information networks, gathered to hear speakers discuss development of a community network.

In February 1995, twenty-five organizations gathered and agreed on the need for a regional community electronic network. From this gathering give common needs were defined. They are the need for:

- ◆ greater two-way communication within an agency, between agencies, with clients and with the general public
- ◆ greater information flow to and from the agency
- ◆ user friendly, universal access to information and communication with attention to diversity among users
- ◆ an initial content focus on literacy and vocational training to build and maintain a skilled workforce
- ◆ a self-sustaining 501 (c) (3) non-profit corporation (N2R) dedicated to developing the above and training users on the system

4 COMPOSITION

The Net at Two Rivers (N2R) is composed of more than 50 organizations that represent higher education, K-12, libraries, healthcare, government, existing networks, user groups, local businesses and community-based organizations. Initial members of the N2R Board of Directors represent non-profit, education and health sectors, with additional seats on the Board to be chosen for the business and government sectors.

5 MAJOR GOALS

Net at Two Rivers (N2R) builds community through telecommunications technologies by:

- ◆ providing valuable information tools for effective community living in content areas such as healthcare, social services, voter participation, economic development, public safety, K-12 and higher education

- ◆ providing valuable communication tools for inter-agency and intra-agency interactions
- ◆ assisting in making government more accessible
- ◆ promoting economic development through community connectivity and improved mobility
- ◆ making policy recommendations to government to promote community access and the development of seamless, broad, fast communication lines for moving data and image files throughout the State and the Nation

6 FUNDING

At present organizations are donating staff time equipment and facilities. United Way has absorbed the developing project until funding is secured, providing executive offices, phone, fax and other expenses. Office computers have been donated. Hundreds of dollars in volunteer hours are being logged in by professionals.

7 FUND RAISING

N2R submitted a grant to the National Telecommunications Information Infrastructure Assistance Program, (NTIA's TIIAP), on April 20, 1995. The grant is a literacy and lifelong learning project, N2R-LLL, which extends the work begun by the Outreach and Technical Assistance Network (OTAN) division of the California Department of Education Adult basic education program. N2R-LLL will expand OTAN outreach into new populations of adult illiterates by providing public access to adults who are unlikely to enroll in adult education schools. (OTAN provides on-line information resources, technology training, and communications services via a Gopher, WWW and commercial carrier for the purpose of supporting literacy and language development to over 400 adult schools in California. Recent federal funding via the Adult Education Literacy Act will enable OTAN to expand a prototype for an on-line tutorial for literacy instruction. This prototype will be made available to the organizations participating in N2R).

Over fifty organizations partnered this project and matched the grant request of \$1 million with over \$1.6 million of their own resources for a combined project cost of \$2.6 million. This project requests funds for N2R operation (equipment, connectivity, salaries), connectivity for 10 K-14 district offices in

LATA 3, a rural connectivity/training component, a University of California at Davis research project (distance learning) and a consulting package by an evaluation expert.

Corporate support for N2R is also underway under the direction of the CEO of the Sacramento Chamber of Commerce who has personally volunteered to work on a business plan. The goal is to follow the Smart Valley model of developing funding support from large corporations.

N2R is a member of a coalition which is seeking funding from the Department of Education through a Challenge Grant application which will provide additional resources for five years. The application was submitted by the Sacramento County Office of Education and concentrates on infants, preschoolers and school-age children. lifelong

8 ORGANIZATION AND ACCOMPLISHMENTS

Figure 3 shows the ongoing structural development of the Net at Two Rivers (N2R). As indicated in Figure 3, Sound View Productions provided the initiative that stimulated a series of meetings among participants throughout numerous organizations that led to the formation of the N2R non-profit.

At the present time both the N2R Board of Directors and the N2R program committees are being expanded from education, health and government/community to six categories and Board members. The added components are small business, nonprofits, and corporations.

The primary accomplishments to date have included N2R's considerable work to advance literacy development via grantsmanship.

9 OUTREACH EFFORTS

The Co-Executive directors of N2R direct monthly public meetings that are attended by members of the participating organizations. In addition, they attend conferences and provide talks to community groups to market the concept of N2R and its goals.

N2R is strategically moving from grant funding activities into active involvement with the corporate community. The organization is coordinating information and communications needs with the business community that include a variety of cost

saving and networking aspects of telecommunications.

10

CURRENT STATUS

- ◆ Pending action regarding submission of N2R's NTIA grant.
- ◆ Continuing expansion of N2R's Board of Directors and program committees.
- ◆ Increased outreach to bring corporate involvement within the N2R umbrella.

REFERENCES

Cities of the Future: Report of the Mayor's Task Forces on InfoSanDiego, Health Care, Privacy,

Security and Intellectual Property, and Education, International Center for Communications, College of Professional Studies and Fine Arts, San Diego State University, June 1, 1995.

Net At Two Rivers: Project Purpose and Scope, Barb Englund and Cynthia Mulit, Co-Executive Directors, Sacramento, CA, June, 1995.

San Diego: City of the Future, The Role of Telecommunications, Report of the Mayor's Advisory Committee on the City of the Future, International Center for Communications, San Diego State University, March, 1994.

Smart Valley, Inc., <http://www.svi.org>, revised March, 1995.

Figure 3

NET AT TWO RIVERS (N2R): ORGANIZATIONAL STRUCTURE

